

APPENDIX H-1

COMPLETED

Strategy	Action	Detail	Responsibility
5.1.1	Have Township of Esquimalt become a member of the Chamber	Completed November 2013	Township
5.1.3	Increased the business licensing fee for money lenders and drug paraphernalia sales	Corporate Services Department	Township
5.2.1	Review property maintenance bylaw to address minimum standard for commercial properties (particularly along Esquimalt Road) and enforcement	Bylaw Adopted June 23 rd	Township
5.2.2	Communicate needs of ship repair and fitting industry to industrial land owners	o Host workshop to introduce industry to industrial land owners	Industry Township
5.3.1	Hosted a bus tour of Esquimalt for Realtors	Held on May 2014	Township Victoria Real Estate Board
5.4.4	Install public washroom at West Bay	Parks and Recreation Department	Township
5.4.6	Mayor to convene meeting with new Police Chief and Youth Advocates in Esquimalt		Township

APPENDIX H-2

ONGOING

Strategy	Action	Detail	Responsibility
5.1.1	Partner with the Chamber to get information on Economic Development Strategy out to members	o Email, Website Postings	Township (L) Chamber (s)
5.1.1	Improve communications between Council and the Chamber to create synergies	o Chamber requested meeting with Council to setup framework required to achieve this item o Consider establishment, on an ad hoc basis as required, a business advisory committee with CFB Esquimalt, Esquimalt Graving Dock (Seaspan), Chamber, Industrial Park business, First Nations and Township	Chamber (L) Township (s)
5.1.3	Encourage quality commercial developments	o Limit number of cash chequing businesses o Have more family friendly businesses/restaurants	Township
5.1.3	Demonstrate being "Open for Business" by Council supporting business friendly policies and processes	o Chamber asked to be consulted on this action	Township
5.4.2	Continue to support the Esquimalt Arts Festival	o Invite other artists/communities to participate as well as include other cultural activities	Township Community Arts Council
5.4.2	Continue hosting "Bloomin Beautiful" Esquimalt's home and garden contest	Parks and Recreation Department o Annual event	Township
5.4.2	Continue to support the Esquimalt Lantern Festival	o Evaluate annually when funding and support requested	Township
5.4.2	Continue to support an annual music festival in a park	o Include artist booths and cultural activities o (e.g. Memorial Park)	Township Community Arts Council
5.4.3	Continue to promote heritage walking tours and heritage tourism	Heritage Advisory Committee	Township
5.4.5	Provide links to local resources on community web sites	o Develop inventory of funding for community programs and initiatives and establish priorities	Township
5.4.6	Community partnerships to further emergency management preparedness education	o Including block watch	Township
5.4.6	Connect community groups and organizations with a mandate of improving community health and safety	o Safe Community Audit o (e.g. resilient neighbourhoods, block watch, etc.)	Township

APPENDIX H-2

Strategy	Action	Detail	Responsibility
5.4.7	Attract more health care service providers to Esquimalt	o Including dental, medical (physician and specialists), and counsellors o Providing an urgent care facility o Develop recruitment strategy for physicians o Pursue opportunities for an integrated holistic health facility	Township

APPENDIX H-3

IN PROGRESS

Strategy	Action	Detail	Responsibility
5.1.2	Develop an Esquimalt App that lists businesses, restaurants and tourists attractions	<ul style="list-style-type: none"> o (e.g. Portland) o Look at the use of UVic Computer Students to reduce cost of creating app o Promote app on Chamber website 	Township (L) Chamber (s)
5.2.1	Introduce a business revitalization tax program	<ul style="list-style-type: none"> (e.g. six month development fee holiday, redevelop the Esquimalt Road/village area including heritage facelifts) o Introduce revitalization incentives or loans for commercial properties (e.g. Langford) o Investigate what Nanaimo did regarding the form and character of businesses in downtown core and develop clear form and character development permit area guidelines for Esquimalt Road o Communicate development possibilities to Esquimalt Road property owners, offer incentives and facilitate redevelopment of empty lots at Esquimalt/Admirals 	Township (L) Chamber (s)
5.4.1	Update the public arts policy	Development Services Department	Township
5.4.2	Consider incorporating a space dedicated to hosting arts & cultural events in the Esquimalt Village Project	<ul style="list-style-type: none"> o (e.g. art, art education, children's programs, cultural activity, theatre production, space for producing film, music studio) o Band Shell 	Township
5.4.4	Redevelop sport courts for youth at Esquimalt High School	Parks & Recreation Department	Township SD 61
5.4.8	Develop a Green Event Guide	Fall 2014	Township

APPENDIX H-4

SHORT-TERM

Strategy	Action	Detail	Responsibility
5.1.1	Develop a protocol for welcoming new businesses	<ul style="list-style-type: none"> o December (RT) o Recognize new business (twice a year) 	Township
5.1.1	Encourage the Chamber to develop a welcome package for new businesses	<ul style="list-style-type: none"> o Recognize new business (twice a year)? 	Chamber
5.1.2	Explore the feasibility of creating a community currency	<ul style="list-style-type: none"> o To support "Shop Esquimalt" campaign (e.g. Tetla, Calgary, Squamish) 	Township
5.1.2	Promote entrepreneurship to low income residents	<ul style="list-style-type: none"> o Civil Forfeiture Grant (2014/2015) 	Township
5.1.3	Conduct analysis of tax and business friendly policies	<ul style="list-style-type: none"> o Commercial vs residential tax o Business Case vs. West Shore o Identify the needs of home based business owners o Interview/survey business owners to determine their satisfaction with municipal services and policies, their growth expectations, motivations for locating in Esquimalt. (e.g. City of Goderich strategy, 2007) 	Township (Finance)
5.1.3	Examine a business mentorship program for young entrepreneurs	<ul style="list-style-type: none"> o Connect entrepreneurs with mentors and investors 	Township?
5.1.4	Conduct gap analysis of local businesses and services	<p>(e.g. use RRU students, create business "wish list" - what is wanted and where? SEE community input for list of suggestions)</p> <ul style="list-style-type: none"> o Conduct a resident survey asking what type of businesses they would support o Encourage location of businesses and services geared towards seniors (e.g. knitting supply shop) o Create a "RE-USE IT" centre, including building materials o Recruit a store front insurance agent • Find, amend zoning and promote (to regional vets) a location for a veterinary clinic and dog daycare business • Encourage more retail and service based businesses to locate in Esquimalt (e.g. boutiques/speciality shops, ethnic grocery, banks, bakeries, coffee shops, butchers, food carts/trucks; Recruit a store front insurance agent <p>(e.g. boutiques/speciality shops, ethnic grocery, banks, bakeries, coffee shops, butchers, food carts/trucks)</p>	Township (L) Chamber (s)
5.1.4	Create an information package to promote Esquimalt to potential businesses from outside region including foreign investors	<ul style="list-style-type: none"> o Digital/online format o Include community mapping (e.g. City of Nanaimo and Surrey) o Consult with Chamber (as requested) 	Township (L) Chamber (s)

APPENDIX H-4

Strategy	Action	Detail	Responsibility
5.2.1	Encourage the implementation of a store-front clean-up program	<ul style="list-style-type: none"> o Chamber will explore this action with their membership and community stakeholders o (e.g. adopt-a-shop volunteer program, levy fines against poorly maintained commercial properties, fill empty store fronts with art/exhibits or pop-up businesses) o Collaborate with City of Victoria to improve entrance to Esquimalt (old gas station) such as planting o Involve the community (i.e. local artists, school children, youth and community groups) in the beautification of Esquimalt Road, including but not limited to entrance and empty store fronts o Revitalization Team - employment for youth/marginalized people seeking training and experience and working with local materials 	Chamber (L)
5.2.1	Investigate rezoning and density along Esquimalt Road as part of OCP review	<ul style="list-style-type: none"> o Community input: be cautious about building higher (10-12 storeys) and consider limiting height on south side 	Township (L) Development Community
5.2.2	Encourage development of compatible commercial opportunities along E&N rail trail	<ul style="list-style-type: none"> o (e.g. revitalize trackside gallery/café, bike stops, food trucks) o Improve industrial area along E&N Rail Trail with art (clean up park, fruit-bearing trees) o Promote the revitalization of industrial area properties and target businesses along E&N rail trail (i.e. micro brewery tours with sampling pub) 	Township
5.2.2	Move forward rezoning of the industrial park	<ul style="list-style-type: none"> o Create a world class marine industrial precinct that supports activities at the Graving Dock o Facilities include board rooms, shared 	Township
5.3.1	Update the Esquimalt Brand	<ul style="list-style-type: none"> o Chamber has expressed interest in delivering a new brand for Esquimalt o Include community member promotion of a positive community image o Have all community members promote Esquimalt (e.g. Connect & Engage Survey – Vancouver Foundation) o Promote Esquimalt as "best place to live and work" o Brand Esquimalt as a progressive green economy o Brand Esquimalt as a green community to leverage eco-tourism (e.g. events, walkability – circle walk from west bay to cruise ships, bicycling infrastructure, parks, and homes) 	Township

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Strategy	Action	Detail	Responsibility
5.3.1	Promote Esquimalt as "best place to live" and target CFB Esquimalt employees, local realtors, and audiences living outside the capital region	<ul style="list-style-type: none"> o Target Canadians and foreigners o Do a "Cost of Your Commute" campaign targeted at Westshore residents o Communicate the cost effectiveness of living in Esquimalt o Use endorsements from residents and businesses as part of a promotional strategy for Esquimalt (e.g. text and photo submissions) 	Township
5.3.1	Improve Esquimalt's image by highlighting success of residents and graduates	<ul style="list-style-type: none"> o (e.g. website, community newsletter, ad in local paper) 	Township
5.4.1	Create a long-term vision (strategy) for arts and culture in Esquimalt	<ul style="list-style-type: none"> o Include local schools and ARTS: dance, music, poetry, theatre, film and cinematic production; CULTURE: military, french o Research arts & culture best practices of other municipalities with... <ul style="list-style-type: none"> - Marine background - First Nations Background - Creative Cities Network 	Township (L) Chamber (s)
5.4.1	Support the displaying of art work in empty store fronts along Esquimalt Road	<ul style="list-style-type: none"> o SEE 2. Esquimalt Rd. Revitalization - Store Front Clean-up Program 	Chamber (L) Third Party NGOs Real Estate Board
5.4.2	Consider a creative 'venue' in a municipal park	<ul style="list-style-type: none"> o (e.g. Gazebo in Memorial Park; Saxe Point Park - pub, coffee or tea house, facility for wedding rentals) 	Township
5.4.4	Support development of tourism opportunities at West Bay	<ul style="list-style-type: none"> o (e.g. beautify west bay and have wayfinding signage, walkway connectivity – circle walk from harbour ferry in WB to inner harbour and then to cruise ships, water access, kayaking, sailing, children's sailing, Esquimalt Marine Trail w/ interpretive signage – around Saxe Point to CFB Esquimalt, map of town, grocery store, food trucks, food boats, food services) o Chamber has expressed interest in collaborating with the Township in developing a tourism plan 	Township
5.4.5	Review the Township's granting processes	<ul style="list-style-type: none"> o Local Grant o Permissive Tax Exemption o Community Events Funding o CRD Arts Development Service (2014-) 	Township
5.4.6	Re-connect with Victoria Police Department on Crime Free Multi-Housing Program		Township VicPD
5.4.6	Encourage the collaboration of emergency services and promote the organizations currently working in Esquimalt	<ul style="list-style-type: none"> o Add links to website o (e.g. Rainbow Kitchen and PEERS) 	Township
5.4.7	Invite the public health officer for Esquimalt to make a presentation on current and future operations and services to Council	Winter 2015	Township

APPENDIX H-4

Strategy	Action	Detail	Responsibility
5.4.7	Facilitate round table discussion on pre and post natal care with Island Health and community partners	Winter 2015 o include other age sectors – Early Years Coalition, School Age 6-12 and 12-18)	Township

APPENDIX H-5

MEDIUM-TERM

Strategy	Action	Detail	Responsibility
5.1.2	Encourage the Chamber to develop a “Shop Esquimalt” campaign	<ul style="list-style-type: none"> o Chamber would like to see this action be short-term o Options: identifying stickers and also highlights buying food and goods produced on Vancouver Island o Costs can be lowered by businesses voluntarily labeling and marketing their 	Chamber
5.1.2	Encourage the Chamber to develop promotional partnerships with small businesses and ship repair industry	<ul style="list-style-type: none"> o Update DND welcome package with info on local businesses. o Ask DND when new classes are coming. 	Chamber
5.1.3	Consider incorporating a minimum percentage of commercial area in commercial nodes as part of OCP review	o (i.e. industrial park, west bay, Head / Esquimalt, Esquimalt Village, Admirals / Esquimalt)	Township
5.1.4	Identify sites for green tech park	o Synergy with sewage treatment	Township (L) Chamber (s) GVDA
5.1.4	Develop an award/recognition program to attract green and “knowledge based” businesses to Esquimalt	<ul style="list-style-type: none"> o Set criteria and list businesses on website o Recognize green business - certification and awards (ex. Green Marinas, Synergy, Built Green, Cascadia - Living Green, LEED, Esquimalt Green Building Checklist). Set award criteria and list businesses on website. o Work with green businesses to attract more green businesses 	Township (L) Chamber (s) GVDA ViaTEC Sustainability Round Table
5.1.4	Investigate allowable incentives to encourage desirable businesses to locate in Esquimalt as identified in gap analysis		Township
5.1.4	Encourage the establishment of a local market in Esquimalt	<ul style="list-style-type: none"> o Host a monthly or quarterly Arts Market (Crafts, Arts, Multimedia) o Produce market at Esquimalt/Head shopping plaza o Establish a local farmers market (local gardeners can drop off produce, music, outside eating area, family events) o Create a Saturday Night Market to attract cruise ship visitors 	Township Wilson's Transportation Local Neighbourhood Parks & Recreation

APPENDIX H-5

Strategy	Action	Detail	Responsibility
5.1.4	Encourage development of underdeveloped commercial areas including industrial area	(e.g. online “map of opportunity” of available space, opportunity to convert Wilson Foods warehouse to a Trades Centre of Excellence, explore manufacturing, provide incentives to landlords, identify parking issues in industrial area, and encourage isolated Esquimalt businesses to relocate to targeted commercial areas)	Township
5.2.1	Enhance Esquimalt Road to give it more of a ‘village feel’ as a family-friendly stroll and shopping area	o Improve connectivity of commercial areas along Esquimalt Road with improved boulevards and walking trail	Township
5.4.1	Consider committing funding for the arts in the annual municipal budget		Council
5.4.1	Consider the creation of a network of local artists, with a physical space, to promote the arts in Esquimalt and maintain a listing of local artists and craftspeople	o Create an artist work space and store front for selling goods (‘art market’) and hosting workshops (along Esquimalt Road) o Establish a space for arts and culture that includes archives, rentable facilities, open space gallery viewing, artist work space o Create an art space within an existing building (e.g. Cedar Hill Rec)	Township Third Party
5.4.1	Consider decorative utility structures in Esquimalt	o (e.g. telephone poles, fire hydrants, etc) o Municipal lift stations and utility boxes are already wrapped with images (many from archives)	Township? City of Victoria Water Utilities - BC Hydro, Fortis BC, Telus, Shaw
5.4.2	Support community events by publishing an events calendar and publicizing events	o (e.g. outdoor movies, concerts, ribfest) o Create a photo library of annual events and post to website o Establish an art and cultural festival at McLoughlin Point and Macaulay Park o Make the Centennial Celebration an annual community event o Create a new annual community event in Parks	Township (L) ERA Chamber (s)
5.4.3	Support the ongoing maintenance, operation and accessibility of the municipal archives		Township
5.4.4	Promote recreational and sporting opportunities for visitors from around the CRD	o (e.g. play structures, splash park, bike paths, improve climbing amenities at Fleming Beach, geocaches, saxe point scuba diving)	Township

APPENDIX H-5

Strategy	Action	Detail	Responsibility
5.4.7	Conduct an inventory and create a directory of health services in Esquimalt	o services are needed to address teen mental illness, addiction prevention, elder care, dementia, and loneliness and isolation prevention	Township Island Health
5.4.7	Promote the number of health and fitness related facilities and events in Esquimalt	o (e.g. running clinics, marathons and dog-walking trails, etc)	Township

APPENDIX H-6

LONG-TERM

Strategy	Action	Detail	Responsibility
5.1.3	Investigate potential to amend municipal bylaws and policies to allow for compatible commercial use in parks	o (i.e. kayak rentals, coffee stand) o Include in OCP Update?	Township
5.1.3	Investigate purchasing commercial properties and leasing it to desirable businesses		Township
5.1.4	Encourage non-governmental organizations (NGOs) to locate offices to Esquimalt and establish shared business services with other NGOs		Township
5.2.1	Support the establishment of a Business Improvement Area (BIA) with a focus on revitalizing Esquimalt Road (if requested by business community)	o Must have landowner support	Township Chamber BC Hydro Fortis BC CRD Climate Smart Synergy
5.2.1	Encourage a business or property owner to participate in a reality “make over” TV show		Township
5.3.1	Encourage use of “Esquimalt” in addresses		Township
5.3.1	Promote Esquimalt as “place to visit” using online channels	o YouTube, Blog, website (provide links from other websites), Esquimalt App, Community Map o Chamber would like to partner on this action	Township
5.3.1	Organize a promotional video competition among high school students		Township Local Schools
5.4.1	Host a design contest for artistic bike racks	o (e.g. sculpture-bike racks, New York)	Township
5.4.1	Consider developing an "Art Tool Kit" for artists to create temporary art installations on municipal property	o (e.g. parks, sidewalks) o Banners (as blank canvas) o Jacobson Park o Store fronts	Township
5.4.1	Setup local artwork exhibit in West Bay	o Purpose is to encourage people to walk in to Esquimalt	Township
5.4.1	Develop an "Open for Art" marketing strategy encouraging the placement of art on private property		Township

APPENDIX H-6

Strategy	Action	Detail	Responsibility
5.4.2	Develop cultural facilities to host conferences, indoor entertainment and bandshell for outdoor performances	<ul style="list-style-type: none"> o See Section 4. Events - Incorporate space for arts & Culture in EVP & Develop a creative venue in Saxe Point Park o Establish a cultural centre to host events, exhibits, archives information, and workshops o Establish a municipal Cultural Centre that can be used both as a tourism office as well as a showcase of local exhibits, history and special events 	Township
5.4.2	Support a Home & Garden Tour to showcase the work of local artists		Local Charity
5.4.3	Celebrate Esquimalt's history with more interpretive signage and beautify existing heritage sites	<ul style="list-style-type: none"> o Include Work Point or Macaulay Point o Identify and celebrate indigenous uses of land and space (e.g. carvings at municipal buildings) 	Township DND
5.4.3	Promote marine recreational opportunities and events in the Township	o (e.g. Olympic Sailors Training Program, boat show and boat races)	Township
5.4.3	Promote military heritage by promoting CFB Esquimalt's Naval & Military Museum	o Supporting refurbishment of the museum	Township
5.4.3	Exhibit historical boat on land in Esquimalt		Township
5.4.4	Improve waterfront recreational opportunities with introduction of a non-motorized boat launch, equipment rentals, paddling club and food services and promote climbing wall	o Food services (e.g. coffee cart)	Township
5.4.4	Consider increasing the number of public spaces, so that people may gather and connect, in all new developments		Township
5.4.4	Upgrade and develop new outdoor children playing spaces in Esquimalt parks		Township
5.4.4	Investigate possibility of developing path between Macaulay Point to West Bay	o See Section 4. Assets - Develop tourism opportunities at West Bay	Township
5.4.5	Consider creating a central online presence for all community groups seeking resources such as funding, volunteers and participants		Township
5.4.5	Consider offering multi-translation of some Township materials	o French	Township
5.4.8	Host workshops for businesses and non-profits on greening practices and incentives		Township BC Hydro Fortis BC CRD Climate Smart Synergy

APPENDIX H-6

Strategy	Action	Detail	Responsibility
5.4.8	Encourage environmental education programs at all schools and promote green programs at all events		Township
5.4.8	Create a map highlighting green accomplishments in the Township	<ul style="list-style-type: none"> o (e.g. CRD green map) o Environmental Advisory Committee 	Township
5.4.8	Develop incentives and host workshops for residents on greening practices	<ul style="list-style-type: none"> o Leverage using current existing programs o Develop a home energy retrofit incentive 	Township BC Hydro Fortis BC CRD City Green Solutions
5.4.8	Encourage on-site composting for multi-family developments	o (e.g. community composting, share compost with local urban famers)	Township
5.4.8	Establish an Environment Education/Management Centre	<ul style="list-style-type: none"> o Designate a venue for education and outreach to citizens and businesses o Venue includes a demo/interpretive signage 	Township
5.4.8	Develop a local food security strategy that includes support of urban farming and community gardens		Township